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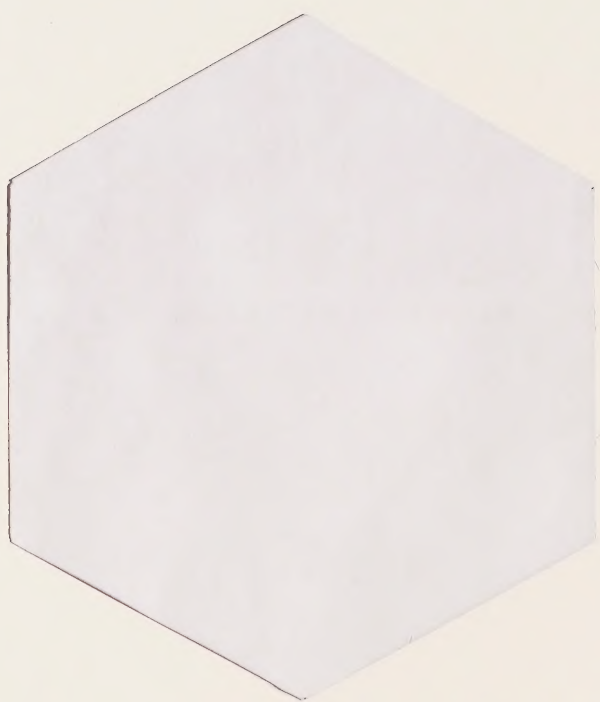


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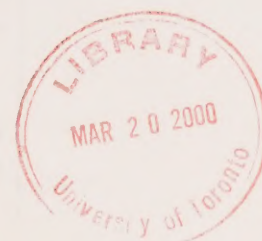
**1999 - 2000
Annual Report**

SCIENCE NORTH  SCIENCE NORD



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1999 - 2000 Annual Report



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Science North is an agency of the Ontario Ministry of
Citizenship, Culture and Recreation.

Ce rapport annuel est aussi disponible en français.



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Mission Statement

The mission of Science North in serving Northern Ontario is to create and market high quality science education and entertainment experiences and products which involve people in the relationship between science and technology and everyday life. Science North provides its customers fun participatory experiences in French and English.

Strategic Vision

Science North will be a leader in the world science centre community by offering rich, continuously changing science experiences based on our Characteristics of Excellence delivered by a credible and dedicated staff.

Science North will operate a quality family entertainment centre for Northern Ontario and invest its profits in the science program.

Science North will create and market outstanding science education products for clients around the world and invest the profits in the science program.

Fast Facts

Total Attendance	413,263
Family/Individual Memberships	1,893
Gold (Corporate) Memberships	134
Employees	60 (permanent)
.....	150 (casual, contract and hourly)
Volunteers	117 (18,000 hours)

Education Programs

School Groups:

Science Centre	29,853
Big Nickel Mine	4,495
IMAX Theatre	17,667
Virtual Voyages	3,638
Total	55,653

Teacher Workshops 1,575 teachers

Northern Community Programs:

Discovery Camp	530	children (9 communities)
Revenue Programs	524	participants
Birthday Parties	502	participants
Overnight Camp-Ins	1,578	participants
Outreach Programs	200,000	participants (18 days in Southern Ontario)

Attendance

Science North	165,176
Science North IMAX Theatre	113,624
Virtual Voyages	62,917
Big Nickel Mine	49,192
Special Exhibits Hall	22,354
Total	413,263

Letter from the Chair

The Honourable Helen Johns
Minister of Citizenship, Culture and Recreation
Queen's Park
Toronto, Ontario

Dear Minister:

On behalf of the Board Trustees, it is my pleasure to submit to you the Annual Report for 1999/2000.

The year marked the start of the one of the largest capital expansion programs in Science North's history. Following years of planning, Science North was ready and delighted to launch construction of a new 6,000-square-foot special exhibits hall and 1,000-square-foot living butterfly gallery. Not since the opening of the Science North IMAX Theatre in 1994 has so much potential for growth and new science programming been offered to the centre.

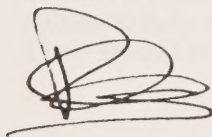
Science North was equal to the challenge. The new special exhibits hall was inaugurated with the grand opening of *Dinosaurs 2000*, the largest and most technologically advanced science exhibition ever to be seen in Northern Ontario. Construction of the North's first living butterfly gallery has generated tremendous public enthusiasm and support and fund raising efforts are proceeding well.

We gratefully acknowledge the Government of Ontario's role in making this major capital expansion possible through the Northern Ontario Heritage Fund Corporation (NOHFC). We also thank your Ministry for supporting programming for *Dinosaurs 2000* through the Ontario Cultural Attractions Fund. The support received through the Government of Canada's Transitional Jobs Fund and the generosity of many corporate and community donors is equally and greatly appreciated.

The Board of Trustees also supports the continued efforts of Science North Chief Executive Officer Jim Marchbank and staff to develop *Dynamic Earth*, a major new destination attraction for the Sudbury Region. *Dynamic Earth* has attracted unprecedented interest from local private and public sector investors. Funding through the Government of Ontario's NOHFC has enabled staff of Science North and the Sudbury Regional Development Corporation to complete a thorough and impressive concept and feasibility study for this new attraction.

Our many accomplishments are a tribute to Science North staff, volunteers, Board of Trustees and the community. We wish to thank the Minister and the Ministry for your ongoing support and we look forward to working with you as we continue to build on our success as one of the world's leading science centres.

Sincerely,



Risto Laamanen,
Chair,
Board of Trustees

Report from the Chief Executive Officer

The past year has proven the value of a sound investment. The Government of Ontario's Northern Ontario Heritage Fund has seen its \$2.4 million capital investment returned with the opening of a quality special exhibits hall and a widely anticipated living butterfly gallery. Your Ministry, through the Ontario Cultural Attractions Fund, helped to develop a wildly successful science event that is exceeding attendance and revenue projections. Science North has invested its resources in a new restaurant concept, a rejuvenated gift shop and in new science exhibits that have become new and vital sources of self-generated revenues.

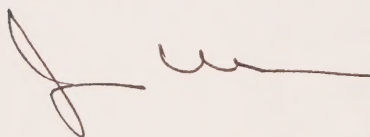
These projects prove that a one-time capital investment, properly managed, can produce generous economic spin-offs. The new special exhibits hall has expanded science programming options, producing additional gate revenues for Science North and greater economic spin-offs for the local service industry by encouraging longer lengths of stay in the Sudbury Region. *Dinosaurs 2000*, the first major special event to be staged in the new hall, has received tremendous marketing exposure through private sponsorships by local media outlets with affiliates in Northern and Central Ontario and through a tourism marketing partnership targeted to southern Ontario with the Sudbury Regional Development Corporation (SRDC).

Success stories attract private investment. Science North's proven track record in staging successful special science events, and the wide appeal of dinosaurs as a tourist draw, attracted private sponsorships for *Dinosaurs 2000*. Quality products and service provided by Science North Enterprises is attracting a growing client list of both private and publicly owned science and technology centres eager to invest in proven exhibits and methods to increase admission revenue. Five international gold mining corporations were so impressed with the concept and the principals of *Gold Fever*, Science North's first large format film production, they invested over \$4 million in the film project.

Science North and the SRDC are now proposing a significant, long-term investment in the Sudbury Region. The concept and feasibility of *Dynamic Earth*, a major new destination attraction at the site of the former Big Nickel Mine, has been established through exhaustive studies and community consultations. Both the City of Sudbury and the Regional Municipality of Sudbury have demonstrated their faith in the economic viability of the proposal with a combined pledge of \$3 million. As we continue our public presentations to describe the *Dynamic Earth* visitor experience, greater numbers of private sector businesses are coming forward to express interest in the proposal and its potential for generating expansion of their own industries.

Exciting times are ahead for Science North and the Sudbury Region. We look forward to the grand opening of Northern Ontario's first living butterfly gallery and to the continued success of *Dinosaurs 2000* through our peak summer season.

The staff, volunteers and Board of Trustees of Science North are to be congratulated for their tremendous achievements over the past year. We are grateful for the ongoing support of your Ministry and the Government of Ontario as we continue to build plans for the future continuation and success of our science programs and tourism infrastructure.



James Marchbank,
Chief Executive Officer

Changing Exhibits, Labs and Theatres

Science North will pursue its vision of being a world leading, changing science centre by renewing a significant portion of the visitor experience annually.

We achieved:

- The development and installation of “Gold Town” in the Science Centre to complement the June opening of *Gold Fever* at the Science North IMAX Theatre. “Gold Town” is an exploration of precious metals, how they are found, where they are found and how they are applied in modern industry.
- Facility enhancements to the Science Centre’s “Discovery Theatre” through an electrical upgrade donated by Union Gas. The upgrade to 30,000 watts will allow more spectacular special effects during live performances by staff scientists. Science North and Union Gas have maintained a corporate partnership for the past 15 years.
- Introduction of a new 3-D animated laser show in the Science North INCO Cavern. *Web of Life* promotes global ecology and is complemented by Science North’s “Northern Freshwater Ecosystems” exhibit area.
- Completion of operations plans for the new F. Jean MacLeod Butterfly Gallery and development of new, related science exhibits.
- By the end of the fiscal year, construction of Science North’s new F. Jean MacLeod Butterfly Gallery was almost complete. The Gallery was made possible with seed funding through the Ontario government’s Northern Ontario Heritage Fund Corporation (NOHFC). In February 1999, the NOHFC announced it would invest \$2.4 million to help establish the butterfly gallery and a new special exhibits hall at Science North.
- A community fund raising campaign for the new F. Jean MacLeod Butterfly Gallery was well underway as of March 31, 2000. Private investors were led by long-standing media partners MCTV and Telemedia Radio. MCTV donated \$150,000 in regional air time to promote the inaugural season of the new F. Jean MacLeod Butterfly Gallery and the first major science event in the new special exhibits hall. Telemedia Radio donated \$75,000 in air time through its Sudbury stations Q 92.7 FM, EZ Rock 105.3 FM, AM 790 CIGM and through affiliates in North Bay, Timmins, Sault Ste. Marie, Orillia, Toronto and London.

Great Science Events

Science North will stage a variety of science events each year to provide changing and varied experiences for our visitors. These events will provide quality science programming which will increase attendance, leverage revenues of other attractions and businesses, and contribute equipment and exhibits to the science centre.

We achieved:

- On March 4, 2000, Science North opened the largest and most technologically advanced science exhibition in Northern Ontario's history in its new special exhibits hall. The new 6,000-square-foot hall is a retrofit of the former Bell Grove arena, purchased from the City of Sudbury in 1990. Construction of the special exhibits hall was made possible through seed funding provided by the Ontario government's Northern Ontario Heritage Fund Corporation (NOHFC). The NOHFC announced in February, 1999, that it would invest more than \$2.4 million in the capital construction of the new special exhibits hall and in a new butterfly gallery at Science North. Locally, the Sudbury Regional Development Corporation and the Regional Municipality of Sudbury supported the capital initiatives with a \$75,000 investment. Additional support was provided by the Government of Canada's Transitional Jobs Fund.
- Science North opened its new special exhibits hall with a giant-size exhibition. *Dinosaurs 2000* consists of four major attractions that encompass the entire Science North experience. *Dinosaur Safari*, located in the new special exhibits hall, features eight, life-size, animated dinosaur robots on lease from Dinamation International Corporation. Interspersed among the dinosaurs are exhibits that explore up-to-date science. Next door, visitors can experience the motion of a roaming dinosaur on *Dinosaur Simulator*, a new Virtual Voyages Adventure Ride. In the Science Centre, *Palaeo-Lab* explores Canadian contributions to palaeontological research and includes a large "fossil dig" as well as an extensive display of real and cast dinosaur fossils. Completing the experience is *T-REX: Back to the Cretaceous*, a large format film opening at the Science North IMAX Theatre in April, 2000.
- *Dinosaurs 2000* is presented with the support of the Province of Ontario's Ministry of Citizenship, Culture and Recreation through the Ontario Cultural Attractions Fund. Exhibits in *Palaeo-Lab* were developed with the support of the McCain Foundation and the Imperial Oil Charitable Foundation.
- Promotional support for *Dinosaurs 2000* is provided through sponsorships with MCTV and Telemedia Radio (Sudbury) and through a partnership with the Sudbury Regional Development Corporation (SRDC).
- Science North's second annual *Explore Science Series* featured biologist Dr. Ed Bousfield with "West Coast Sea Monsters", biologist Dr. John Bindernagel with "In Search of Sasquatch", and Dr. Philip Currie of Alberta's Royal Tyrrell Museum of Palaeontology with "Dinosaur Discoveries". The 1999-2000 *Explore Science Series* was sponsored by Air Canada and Air Ontario, CBC Radio One in Sudbury and The Sudbury Star.
- Development and delivery of a Halloween workshop and underground "haunted mine" tour at Big Nickel Mine. This two-day family entertainment experience attracted over 400 participants.
- Development and delivery of Science North's *Millennium Magic* New Year's Eve Family Festival on December 31. Northern Ontario's largest alcohol-free family celebration is filled to capacity each year. In 1999, the Festival also marked the first public event in Science North's new special exhibits hall.
- Development and delivery of Science North *Winter Weekends* during the month of February, in partnership with media sponsor MCTV. Through the month of February, family entertainment experiences were offered outdoors at Science North and indoors at the Science North IMAX Theatre.
- Development and delivery of Canada Day, Sudbury's largest one-day community festival, presented in partnership with media sponsor Telemedia Radio (Q 92.7 FM). Each year, thousands of residents enjoy a live outdoor stage show and outdoor family activities on Science North grounds, free of charge. Highlight of the evening is a fireworks display over Ramsey Lake.

Great School and Workshop Programs

Science North will pursue opportunities in science and technology education by strengthening its relationships with schools and school boards in Northern Ontario, increasing its primary market school attendance and May/June school market.

We achieved:

- The continuation of a strong program of curriculum-based science workshops. During 1999-2000, 29,853 students and teachers visited the Science Centre as part of organized school visits. During the academic year, Science North offered close to 30 science workshops covering a broad range of topics directly related to Ontario's science curriculum.
- The continuation of teacher training workshops across Northern Ontario to assist educators in the delivery of Ontario's new science curriculum. During 1999-2000, 1,575 teachers attended Science North workshops which covered science curriculum from Grades 1 to 8.
- Staff commenced development of teacher training kits for French language school boards across Ontario, under contract to the French Language Curriculum Unit of the Ministry of Education, to assist educators in the delivery of Ontario's new science curriculum.
- Continued marketing to local schools and school boards through distribution of a monthly targeted newsletter and advance previews for educators of new IMAX films and science workshops.
- For an eleventh consecutive year, les Caisses Populaires de l'Ontario Région de Sudbury purchased school memberships on behalf of Sudbury-area French language students. This initiative is supported by les Caisses Populaires de l'Ontario Région de Alban, Noëlville, St. Charles Borromée and Succursale de Warren. Science North school memberships provide students and teachers with complimentary admission to science workshops, exhibits and special events during the academic year.

Building Dynamic Earth

Science North will design and build a new \$21-million attraction on the site of the current Big Nickel Mine. The new attraction will attract new tourists from outside Northern Ontario and extend the length of stay of existing tourists, increasing tourism spending and jobs. Dynamic Earth will use the unique geology of the Sudbury Basin to explore global themes about the planet, the processes which shape it, and the way people use the planet as a source of valuable metals and minerals.

We achieved:

- The Sudbury Regional Development Corporation (SRDC) and Science North are near completion of the final design and are ready to commence construction of a new major destination attraction for the Sudbury Region. *Dynamic Earth*, the working title of the new attraction, will be created on the site of the former Big Nickel Mine. Construction drawings for rock excavation and landscaping will be complete by June 30, 2000, and design and development for the building and exhibits will be complete by July 31, 2000.
- The Regional Municipality of Sudbury and the City of Sudbury have unanimously voted to invest \$1.5 million each in the project. Science North will invest assets worth \$2.4 million in the new attraction and FedNor has invested \$355,000 to support project planning. An additional \$3 million investment will be sought from the private sector.
- Designed by a team of Science North staff, community and professional consultants over the past two years, *Dynamic Earth* captures an authentic northern experience, providing visitors the opportunity to explore the unique geology and rich mining heritage of the Sudbury region through exhibits, theatres and interpretation of the site itself.
- Visitors will spend an average of three-and-a-half to four hours exploring *Dynamic Earth*. When combined with existing attractions at Science North and local accommodations, the *Dynamic Earth* experience will create a three day tour package in Sudbury, extending by two nights the average length of stay by tourists in the Sudbury Region.
- The *Dynamic Earth* project was launched in response to the NOHFC major destination attractions program. In 1998/1999, the NOHFC contributed \$120,000 to the concept and feasibility study for *Dynamic Earth*.

Great Dining and Retail Options

Science North will develop its food and retail facilities as key profit generators within its family entertainment centre. The renewal of the Snowflake Restaurant and its restoration to high profitability will be the priority while efforts will continue to achieve continuing profit growth in Mega Bytes, Café Boreal and the function business. Greater integration of retail into science centre programming and packaging with other Science North sources of revenue will continue to achieve profits at Whizards.

We achieved:

- The complete renovation of the former Snowflake Restaurant into a dynamic dining experience which opened in February, 2000. The new Landings restaurant features a pine lodge décor and a Northern Ontario bush plane heritage theme.
- Revenue targets during the opening months of the new Landings restaurant.
- Growth in the special functions division of Science North's food services.
- The integration of Whizards Gift Shop and The Drift Store, previously contracted to outside operators, within Science North operations in April, 1999.
- Surpassed revenue targets for Whizards and The Drift Store by matching product and operating hours with Science North family entertainment and science programs.
- "Toy Land", a special Christmas holiday exhibit in the Science Centre, offered children an opportunity to play with a wide variety of educational toys. The toys were offered for sale in Whizards Gift Shop with a "Science North approved" sticker.
- The integration of Science North's new special exhibits hall and potential retail sales through the special exhibits hall exit which leads directly into Whizards Gift Shop.

More Family Entertainment

Science North will use its lobby to improve its family entertainment centre. New IMAX films, Virtual Voyages rides, new evening packages, the addition of a special exhibits hall, and greater integration of food and retail operations will all be combined to pursue greater attendance, revenue and profit.

We achieved:

- An enhanced family entertainment package during the peak Christmas season by bundling the Science North IMAX Theatre film *The IMAX Nutcracker*, the Virtual Voyages Adventure Ride *Santa's Late*, a Science Centre special event "Toy Land" and holiday shopping at Whizards Gift Shop into a special family admission price package.
- Christmas events were launched through partnerships with the City of Sudbury, which used Science North as the end point for its Santa Claus Parade route, and the Sudbury Charities Foundation which hosts Northern Ontario's largest holiday light display on Science North grounds.
- *Wolves* and *Wildfire*, two films showing at the Science North IMAX Theatre from September to December, were packaged with other venues. The large-format film *Wildfire* was packaged with a motion simulator experience at Science North's Virtual Voyages Adventure Ride. The large-format film *Wolves* offered merchandising opportunities at Whizards Gift Shop. *Fantasia 2000: The IMAX Experience*, a large-format Disney film showing at the Science North IMAX Theatre from January to March, 2000, also provided extensive merchandising opportunities at Whizards Gift Shop.
- Surpassed attendance and revenue targets during the launch of *Dinosaurs 2000*, a major Science North special event, during the month of March, 2000. *Dinosaurs 2000* is the first Science North special event to integrate every attraction into one price package. Science North's new special exhibits hall is the venue for *Dinosaur Safari*, a tour of eight, life-size, robotic dinosaurs created by Dinamation International Corp. The Science Centre features new palaeontology exhibits. *Dinosaur Simulator* is the featured motion experience on Science North's Virtual Voyages Adventure Ride. *T-REX: Back to the Cretaceous* at the Science North IMAX Theatre completes the *Dinosaurs 2000* "Adventure Package".

Great Large Format Films

Science North will expand its large format film business through support to our distribution partners in maximizing the exhibition of *Gold Fever*, through production of *The Jane Goodall Story*, through creative leadership of *Living With the Great Bears*, and through the creation and financing of a concept for a fourth large format film for production in 2002.

We achieved:

- Profit targets for the production of *Gold Fever*, Science North's first large-format film production.
- The world premiere of *Gold Fever* at the Science North IMAX Theatre on June 19, 1999. The premiere coincided with Science North's 15th anniversary and was celebrated with a fund-raising gala hosted by the Science North Foundation, with all proceeds going to Science Centre programs and exhibits.
- The September release of *Gold Fever* by film distributor SK Films Inc., a subsidiary of Canadian-based Shaftesbury Films, to an international network of large-format theatres. Distribution began with four signed leases.
- A signed agreement with an international film distributor for the services of a Science North large-format film director during the production of *Living With the Great Bears*.
- Pre-production of *The Jane Goodall Story*, including a highly successful test film of wild chimpanzees at the Gombe nature preserve in Tanzania.
- Science North Chief Executive Officer Jim Marchbank began the second year of a two-year term as president of Giant Screen Theatre Association (GSTA), a world-wide association of 300 large-format theatres and suppliers from 28 countries. He has been a member of the GSTA executive since 1994.
- Research, topic testing and development of financing for a fourth large-format film.

Great Science Product Sales

Science North Enterprises will pursue sales of object theatres, exhibits and consulting services to generate a profit to be used for exhibit development.

We achieved:

- The grand opening of a Science North object theatre in *The Spirit of Ford*, a new \$25 million automotive science and technology centre in Dearborn, Michigan. Science North object theatres combine a number of elements, including laser lights, advanced stereo and video techniques, objects and other special effects to enhance a learning and entertainment experience. In Science North's original *Design Studio* object theatre, laser animation and special effects showcase the Ford design process.
- The creation and sale of *The Spirit of Innovation* object theatre, a tribute to American National Medal of Technology recipients, to The Tech Museum of Innovation in San Jose, California.
- The installation of a *Shark Attack* object theatre in the Mote Marine Laboratory in Sarasota, Florida. *Shark Attack* incorporates multiple floor-to-ceiling screens to tell the story of a shark in search of her next meal.
- The sale of *Your Amazing Brain* object theatre to Memorial Health World in South Bend, IN. *Your Amazing Brain* is an audience interactive exploration of human senses.
- The completion of an object theatre for *TimeShip 2000*, a collaborative travelling science exhibition developed by Science North, the Ontario Science Centre, the Royal Ontario Museum and the government of Ontario. The *It's About Time* object theatre looks at time from the perspective of a child, a scientist and aboriginal North Americans.
- Sale of an extravagant multi-media display for the lobby of the lavishly restored Aztec Theatre in San Antonio, Texas. Science North will also produce a multi-media "pre-show" for the Aztec large-format theatre. Installation will take place in the spring of 2001.
- Delivery and installation of science exhibits to the Cominco Ltd. Interpretive Centre in Trail, British Columbia. Exhibit content focuses on Cominco Metallurgical Operations, the surrounding community and natural environment.
- Sales of a Science North "stream table", an interactive exhibit that demonstrates the power of water through active processes, to the Whitaker Center for Science and the Arts in Harrisburgh, PA, the Rochester Museum and Science Center in Rochester, NY, and Derse Exhibits in Milwaukee, WI.
- Sale to the Glasgow Science Centre for design, development and fabrication of 50 table-top exhibits.
- Sale to the Dallas Zoo of the "Nature Exchange", an exhibit of natural collections that encourages responsible collection techniques, appreciation of nature and the fun of expanding a collection by trading with others.
- Sale and delivery of a "rock xylophone", made from drill core samples, to the Boston Museum of Science.

A Financially Stable Business

Science North will take major steps over the next two years to improve its financial stability. The operating reserve fund will be increased significantly. The trend to “collect revenue and profit first, spend later” will be completed. The Science North Foundation will develop a strong annual giving program and start a planned giving program. Sponsorship pursuits will be co-ordinated and targeted and long term sponsorships sought.

We achieved:

- Completion of 1999/2000 with a surplus to provide operating flexibility in the coming year.
- A fund raising goal of \$75,000 net profit for science program initiatives.
- Surpassed targets for specific grant revenues and sponsorships.
- Implementation of a new “point of sale” system to facilitate a greater number of sales packages and to improve market tracking and revenue reporting.
- The launch of a planned giving program through educational mail-outs targeted to Science North Members, our core support market, detailing tax benefits, estate planning benefits and the intrinsic value of planned giving to Science North.
- The maintenance and continued development of long-term partnerships with corporate sponsors. For example Union Gas, a 15 year partner of Science North, donated an electrical upgrade to the science centre’s Discovery Theatre in 1999-2000.
- The continuation of a successful “Jackpot” lottery for a second consecutive year with all proceeds going to science programs and exhibits at Science North. Over 30 local businesses support the lottery each year with donated prizes.
- The commencement of a local fund raising campaign in support of Science North’s new butterfly gallery.

Exemplary Information Technology Use

Science North will make exemplary use of the web to provide information and services for visitors which will increase business at Science North. The Science North web site will grow to become a source of revenue through the sale of products. The development of the Science North web site will be fuelled by contributions from every department at Science North.

We achieved:

- FedNor funding of \$115,000.
- Initial consulting, assessment of our needs and development of new web site architecture.

A Brand Identity

Science North will plan and implement a marketing approach which establishes a Science North brand identity in its primary and secondary markets. The brand identity will reflect the diverse visitor experiences offered by the centre and be the cornerstone of marketing efforts.

We achieved:

- A brand identity workshop, attended by a cross-section of experienced, full-time staff, laid the basis for a Science North core-branding model that will be used to evaluate new science exhibits and programs and to market the Science North visitor experience. Work is continuing to further define Science North's evolving role as an educational and entertainment resource and to measure the success of brand identity marketing.

Great People

Science North will invest in its people and in human resource initiatives which encourage achievement of personal and organizational goals and develop the competencies required of the workers of the future. The centre will undertake a major initiative to dramatically increase its volunteer base and volunteer involvement in the operations of the centre.

We achieved:

- Ongoing, in-house technical training programs to upgrade the computer literacy of all full-time and part-time staff and volunteers. Training will continue to be offered on a regular basis to reflect the evolution of computer software and internet technologies.
- The introduction of an employee incentive plan which objectively measures staff performance within the context of Science North's strategic goals, thereby promoting greater teamwork, motivation and innovation.
- The continuation of a commitment to staff training and networking through membership and participation in international associations and conferences including the Association of Science and Technology Centres (ASTC), the American Association for the Advancement of Science, the Giant Screen Theater Association (GSTA) and the European Collaborative for Science, Industry and Technology Exhibitions (ECSITE).
- The continuation of a commitment to developing the business skills of every employee through practical seminars and workshops. During 1999-2000, staff attended workshops on business writing, proposal writing and other business-related applications.
- The development of guiding principles for all employees and improved policies and practices for recruitment and standards.
- Improved working conditions through the construction of new staff offices.
- The continuation of a commitment to Science North's volunteer program. Science North has 117 volunteers who donate 18,000 hours of service each year. Science North's volunteer base includes external service clubs including the Sudbury Horticultural Society, the Sudbury Astronomy Club and the Sudbury Ornithological Society.

Board of Trustees and Committees

(as of March 31, 2000)

Science North Board of Trustees

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Ron Arnold
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Board of Trustees and Committees are voluntary positions.

Science North Staff

(as of March 31, 2000)

James Marchbank
Chief Executive Officer

Nicole Chiasson
Assistant to the CEO

Eileen Kotila
Administrative Assistant

David Pearson
Associate Director

Alan Nursall
Science Director

Carolyn Thain
Director of Corporate Services

Brenda Tremblay
Director of Business Operations

Jennifer Pink
Senior Scientist

Chantal Barriault
Roger Brouillette

Louise Bergeron
Mia Boiridy

Nancy Chartrand
Perry Gauthier

Amanda Jopling
Erik Labrosse

John Large
Franco Mariotti

Kathy McDonald
Julie Moskalyk

Teresa Roy
Wendy Runions

Cathy Stadder Wise
Staff Scientists

Norma Henry
Event Coordinator

Brenda Koziol
Big Nickel Mine Manager

Gina Barberio
Finance Manager
Denise McChesney
Accounts Payable Clerk
Pierrette Lemieux
Finance Clerk

Denise Fera
Human Resources Manager
Suzanne Desloges
Human Resources Assistant

Ron Lalancette
Physical Services Manager

Mark Gibson
Paul Loiselle

Bill Mann
Maintenance Technicians

Lazare Ferron
Don Greco

Carpenters

Dave Kelly
Systems Engineer

Kirk Petersen
Senior Manager, Marketing and Sales

Patricia McCauley
Marketing & Communications Specialist

Marco Smith
Marketing & Sales Officer

Chloe Gordon
Marketing Executive

Wendy Cormie
Business Development Officer

Diane Drinkwater
Chief Designer

Astrid Colton
Mireille Wright

Graphic Artists

Lisa Heffern
Sales & Operations Manager

Diane Rossi

Carey Roy
Sales Leaders

Gillian Taillefer
Supervisor, Retail Operations

Paulette Gilbeau
Food Services Manager

Withold Goldgruber
Executive Chef

Christine Millette
Restaurant Chef

Gabriel Trudel
Manager, Technology Services

Kevin McArthur
Technologist

Rob Gagné
Producer

Lowell Cochrane
Associate Producer

Tasio Gregorini
Technologist

David Lickley
Director, Large Format Films

Audrey Dugas
Executive Director, Science North Foundation

Rick MacKenzie
Sales & Business Development Manager

Science North Enterprises

The Public Salary Disclosure Act, 1996, requires disclosure that an annual salary of \$110,021, plus taxable benefits of \$7,755 was paid to James Marchbank, Chief Executive Officer in 1999.

Financial Statements of
SCIENCE NORTH
Year ended March 31, 2000

AUDITORS' REPORT

To the Honourable Minister of Citizenship, Culture and
Recreation of the Province of Ontario and
the Board of Trustees of **Science North**

We have audited the balance sheet of **Science North** as at March 31, 2000 and the statements of operations and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of Science North's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2000 and the results of its operations, changes in fund balances and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants

Sudbury, Canada
May 18, 2000

Balance Sheet

March 31, 2000, with comparative figures for 1999

	2000	1999
Assets		
Current assets:		
Cash and short-term investments	\$ 773,461	813,935
Accounts receivable	3,008,909	1,622,299
Prepayments and inventory	252,768	280,373
	4,035,138	2,716,607
Other assets:		
Long-term investments	1,125,583	1,472,165
Accrued interest receivable	69,885	62,365
Deferred charges	25,484	53,060
	1,220,952	1,587,590
Capital assets (note 2)	24,036,956	22,103,711
	\$ 29,293,046	26,407,908
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,065,162	824,796
Deferred revenue	1,038,062	1,061,000
Current portion of loans payable	14,457	13,098
	3,117,681	1,898,894
Long-term debt:		
Loans payable (note 3)	893,302	907,759
Fund balances:		
General	(254,382)	(72,988)
Capital asset	22,605,156	20,805,630
Restricted (note 4)	2,931,289	2,868,613
	25,282,063	23,601,255
Internal financing (note 5)		
Commitments and contingent liabilities (note 6)		
	\$ 29,293,046	26,407,908

See accompanying notes to financial statements.

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2000, with comparative figures for 1999

	General		Capital Asset		Restricted		Total	Total
	2000	1999	2000	1999	2000	1999	2000	1999
Revenue:								
Province of Ontario grants:								
Operating	\$ 2,806,200	2,806,200	-	-	-	-	2,806,200	2,806,200
Specific	433,285	303,743	2,220,967	120,000	-	-	2,654,252	423,743
Government of Canada grants	38,228	13,336	311,455	67,500	-	-	349,683	80,836
Admissions:								
IMAX Theatre	738,924	845,446	-	-	-	-	738,924	845,446
Science Centre	672,281	629,235	-	-	-	-	672,281	629,235
Big Nickel Mine	265,447	275,696	-	-	-	-	265,447	275,696
Virtual Voyages	289,133	261,968	-	-	-	-	289,133	261,968
Exhibit Hall	79,104	-	-	-	-	-	79,104	-
Workshops and events	377,373	154,019	-	-	-	-	377,373	154,019
Members	253,746	222,385	-	-	-	-	253,746	222,385
Business operations:								
Food sales	1,315,871	1,247,617	-	-	-	-	1,315,871	1,247,617
Exhibit and theatre production sales	2,144,836	1,166,112	-	-	-	-	2,144,836	1,166,112
Film production services	271,480	634,592	-	-	-	-	271,480	634,592
Retail	642,333	86,024	-	-	-	-	642,333	86,024
Parking	57,402	55,150	-	-	-	-	57,402	55,150
Gifts and donations	72,246	108,395	354,931	74,948	-	10,000	427,177	193,343
Other revenues:								
Interest earned	103,241	56,221	-	-	123,968	149,975	227,209	206,196
Miscellaneous	215,501	157,688	-	-	-	-	215,501	157,688
	10,776,631	9,023,827	2,887,353	262,448	123,968	159,975	13,787,952	9,446,250
Expenses:								
Science program:								
Science Centre operations	1,685,906	1,597,127	-	-	2,034	4,162	1,687,940	1,601,289
Exhibit Hall	278,454	-	-	-	-	-	278,454	-
Workshops and events	161,406	127,258	-	-	-	-	161,406	127,258
Big Nickel Mine	200,399	194,069	-	-	-	-	200,399	194,069
Business operations:								
IMAX Theatre	771,315	834,479	-	-	-	-	771,315	834,479
Virtual Voyages	199,513	145,390	-	-	-	-	199,513	145,390
Food service	1,122,289	1,005,142	-	-	-	-	1,122,289	1,005,142
Cost of exhibit sales	1,830,990	968,608	-	-	-	-	1,830,990	968,608
Cost of film services	226,474	192,891	-	-	-	-	226,474	192,891
Retail	450,495	-	-	-	-	-	450,495	-
Box office and sales	338,990	484,882	-	-	-	-	338,990	484,882
Maintenance and building	940,269	763,953	-	-	-	-	940,269	763,953
Administrative support	962,488	964,113	-	-	-	-	962,488	964,113
Marketing and development	723,891	598,786	-	-	-	-	723,891	598,786
Program technical support	197,502	131,506	-	-	-	-	197,502	131,506
Depreciation	-	-	2,014,729	1,953,841	-	-	2,014,729	1,953,841
	10,090,381	8,008,204	2,014,729	1,953,841	2,034	4,162	12,107,144	9,966,207
Excess of revenue over expenses (expenses over revenue)	686,250	1,015,623	872,624	(1,691,393)	121,934	155,813	1,680,808	(519,957)
Fund balances, beginning of year	(72,988)	5,612	20,805,630	22,109,702	2,868,613	2,005,898	23,601,255	24,121,212
Net change in capital asset fund (note 7)	(357,724)	(236,098)	926,902	387,321	(569,178)	(151,223)	-	-
Interfund transfers (note 8)	(509,920)	(858,125)	-	-	509,920	858,125	-	-
Fund balances, end of year	\$ (254,382)	(72,988)	22,605,156	20,805,630	2,931,289	2,868,613	25,282,063	23,601,255

See accompanying notes to financial statements.

Statement of Cash Flow

Year ended March 31, 2000, with comparative figures for 1999

	2000	1999
Cash flows from operating activities:		
Excess of revenue over expenses (expenses over revenue)	\$ 1,680,808	(519,957)
Adjustment for:		
Depreciation	2,014,729	1,953,841
	3,695,537	1,433,884
Changes in non-cash working capital	(141,577)	129,308
	3,553,960	1,563,192
Cash flows from financing and investing activities:		
Additions to capital assets	(3,947,974)	(506,673)
Repayment of loans payable	(13,098)	(14,980)
Decrease (increase) in other assets	366,638	(376,240)
	(3,594,434)	(897,893)
Net increase (decrease) in cash and short-term investments	(40,474)	665,299
Cash and short-term investments, beginning of year	813,935	148,636
Cash and short-term investments, end of year	\$ 773,461	813,935

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended March 31, 2000

Science North is an Agency of Her Majesty created under the Science North Act, 1986 by the Ontario Legislative Assembly. The principal activity of Science North is to create and market high quality science education and entertainment experiences and products which involve people in the relationship between science and technology and everyday life.

1. Significant accounting policies:

(a) Fund Accounting:

Because Science North receives funding for operational and special purposes, the financial statements are presented in a manner which segregates the following funds:

- General fund, which presents the day-to-day demonstrative, business, administrative and maintenance operations of Science North.
- Capital fund, which presents the assets, liabilities, revenues and expenses related to Science North's capital assets.
- Restricted fund, which presents the assets, liabilities, revenues and expenses which are restricted as to purpose and expendability and set aside by either the Board of Trustees, the Province of Ontario or other benefactors.

(b) Revenue recognition:

Science North follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Projected losses, if any, are recognized immediately for accounting purposes.

Notes to Financial Statements

Year ended March 31, 2000

1. Significant accounting policies (continued):

(c) Capital assets:

With the exception of the Bell Grove land which is recorded at nominal value, property and equipment are stated at cost or fair market value if donated.

Depreciation on buildings is provided on the declining-balance basis at the annual rate of 5%.

Depreciation on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 10% to 20%.

(d) Investment income:

Science North allocates investment income earned on the following bases:

on general funds	- to the General Fund
on restricted funds	- to the Restricted Fund

2. Capital assets:

		2000		1999	
		Cost	Accumulated Depreciation	Cost	Accumulated Depreciation
Buildings:					
Bell Grove	\$ 35,946,534	15,594,121	32,982,566	14,534,520	
Big Nickel Mine	3,180,817	1,496,500	2,889,125	1,422,990	
Exhibits and equipment:					
Bell Grove	16,965,474	15,070,885	16,273,159	14,235,234	
Big Nickel Mine	399,491	293,854	399,492	247,887	
	56,492,316	32,455,360	52,544,342	30,440,631	
Less accumulated depreciation	32,455,360		30,440,631		
	\$ 24,036,956		22,103,711		

3. Loans payable:

Two non-interest bearing loans are payable to the Province of Ontario. The first loan of \$435,837 (1999 - \$435,837) is repayable in annual installments, due June 30 each year, equal to 50% of the average annual profits from the IMAX theatre for the previous two fiscal years. The second loan of \$457,465 (1999 - \$485,020) is repayable in annual installments, due May 1 each year, equal to 5% of revenues from the virtual voyages motion simulator ride during the year. The balance, if any, of the second loan, is due May 1, 2008.

Notes to Financial Statements

Year ended March 31, 2000

4. Restricted fund:

The restricted fund is comprised of the following:

	2000	1999
Externally restricted:		
Capital renewal fund	\$ 1,595,067	1,678,515
Program and exhibit funds	844,551	698,272
	2,439,618	2,376,787
Internally restricted:		
Funds:		
Waterfront development	107,088	84,498
Other	135,244	177,720
Reserves for replacement of capital assets	249,339	229,608
	491,671	491,826
Total	\$ 2,931,289	2,868,613

5. Internal financing:

Details of capital asset fund internal borrowings from the restricted fund are as follows:

	March 31, 1999	Advances	Repayments	March 31, 2000
Virtual voyages	\$ 390,322	—	55,724	334,598
Retail fixtures	—	24,948	8,800	16,148
Restaurant renovations	—	220,751	33,000	187,751
	\$ 390,322	245,699	97,524	538,497

The virtual voyages internal loan bears interest at 6.95% and is repayable over seven years ending July 2004.

The retail fixtures internal loan bears interest at 6% and is repayable over three years ending February 2003.

The restaurant renovations internal loan bears interest at 6% and is repayable over three years ending April 2003.

Notes to Financial Statements

Year ended March 31, 2000

6. Commitments and contingent liabilities:

- (a) An arms length company was established to produce a large format film, *Gold Fever*, which opened in June 1999. Science North provided production services for which it has been paid at industry rates, and owns the exclusive worldwide film distribution.

Science North has loaned \$1,243,000 (1999 - \$1 million) to this company to complete production and will be repaid with interest at prime plus 2% from tax credits which are expected to exceed \$600,000 and film leases. This loan is included in accounts receivable.

Science North and its subdistributor have also expended approximately \$710,000 (1999 - \$74,600) to date in distribution expenses, fully recoupable jointly in first position from all film distribution revenues. Science North's component of approximately \$380,000 of this amount is also included in accounts receivable.

Signed leases currently total \$310,000. Additional leases are expected to recover the balance of all of the above amounts.

- (b) During the year, Science North continued advance development work for a major new destination attraction at the Big Nickel Mine site tentatively called Dynamic Earth. If undertaken, the capital cost of the project would exceed \$20,000,000. Initial funding commitments for the project totalling \$3,355,000 have been obtained. Development of this project is dependent on funding.
- (c) A butterfly gallery and special exhibits hall at the Bell Grove site have been constructed during the year. The special exhibits hall opened in March 2000. The butterfly gallery is scheduled to open in June 2000. The total project cost will approach \$4,150,000. Funding in the amount of \$3,600,000 has been secured through grants and reserves. Additional funding will be secured in the coming year through a fundraising campaign and from existing reserves. The deficit in the General Fund reflects \$550,000 spent in excess of revenues to date.
- (d) Science North has issued a \$250,000 letter of credit to its payroll service provider.

7. Net change in Capital Asset Fund:

The net change in Capital Asset Fund is comprised of the net unrestricted transfer from the operating fund and from the restricted fund to the Capital Asset Fund for the purchase of capital assets.

Notes to Financial Statements

Year ended March 31, 2000

8. Interfund transfers:

The interfund transfers are comprised of:

- a) net assets of \$35,578 (1999 - \$29,300) which were internally allocated from the Restricted Fund to the General Fund, to cover certain operating expenditures,
- b) net assets of \$28,327 (1999 - \$42,404) which were internally allocated from the Restricted Fund to the General Fund, to cover certain capital expenditures,
- c) net assets of \$127,770 (1999 - \$122,970) which were internally allocated from the General Fund to the Restricted Fund for capital acquisitions,
- d) net assets of \$177,866 (1999 - \$167,654) which were internally allocated from the General Fund to the Restricted Fund to cover future operational expenditures, and
- e) net assets of \$268,189 (1999 - \$639,205) which were internally allocated from the General Fund to the Restricted Fund for science program.

9. Comparative figures:

Certain of the 1999 comparative figures have been restated to conform with the presentation adopted in 2000.

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